

Montgomery County Maryland

CountyStat 2008 Third Quarter Report

“Our residents have the right to expect every County department and every County employee to be responsive and accountable every day. To accomplish this goal, I have introduced the ‘CountyStat’ initiative, which will help us provide more effective and efficient customer service by improving performance and ensuring that we get results. CountyStat will track information about the problems we face and the measures we are taking to address them– in real time, not with data that is old and irrelevant. I am confident that CountyStat will make our good government even better.”

- Montgomery County Executive Isiah Leggett

This report is the second in a series of quarterly reports published by the Montgomery County Executive’s CountyStat Initiative. These reports focus on the major themes of CountyStat in its first year and will provide a high-level review of activities and progress made during this period. The three major themes of CountyStat in Year 1 are Capacity Building, Policy Translation, and Data Analytics and Integration. Each theme is discussed later in this report in greater detail. All of these themes fit within the overall principles of CountyStat:

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

Through adherence to these principles, CountyStat seeks to improve performance by creating greater governmental accountability, providing clearer transparency into County operations, applying data analytics to the decision-making process, and ensuring decisions are implemented by conducting relentless follow-up. The most visible aspect of CountyStat’s ongoing efforts is the weekly meeting that brings together the County Executive and Chief Administrative Officer with department directors to engage in data-based performance discussions. We are moving from measuring activity and outputs to measuring outcomes and creating a culture of “managing for results.”

CountyStat Meetings

CountyStat consists of a series of regular meetings during which the County Executive and the Chief Administrative Officer use real-time data to discuss the departments’ performance strategies. The main objective is to improve the efficiency and responsiveness of government by using up-to-date data as the ongoing focus for day-to-day management and long-term policy making.



CountyStat Meeting Types

Performance Plans	Meetings focus on the creation of individual departmental performance plans through the development of headline performance measures and application of rigorous follow-up.
Cross-Agency Initiatives	Meetings focus on implementation of the County Executive's cross-agency initiatives by continually assessing the status of ongoing efforts and the creation of performance measures that guide departmental activities.
Departmental Issues	Meetings focus on issues that impact one or multiple departments and require coordination amongst departments. These meetings provide timely response to critical issues facing Montgomery County.

Each type of CountyStat meeting serves a distinct purpose and contributes to the cumulative efforts of the County Executive to create a more responsive and accountable County government.

Performance Plan Meetings

During the 3rd Quarter of 2008, CountyStat reviewed the performance plans of the Office of Human Resources, Office of Management and Budget, Police Department, Department of Technology Services, Department of Economic Development, and Public Libraries. In each instance, CountyStat refined existing performance measures in an effort to better capture the totality of departmental efforts and align their headline measures to industry and regional standards. CountyStat found that in many instances, departments understood the importance of reporting data, but did not have the tools to accurately capture meaningful performance data. CountyStat continues to seek opportunities to enable and empower departments' performance reporting by building their capacities through training and the creation of data analysis tools. This theme of Capacity Building represents an ongoing effort between CountyStat and departments. In the 3rd Quarter, CountyStat increased its capacity building efforts through the implementation of the CountyStat Rotational Fellowship Program. This initiative provides County employees on-site training and full immersion into the CountyStat initiative, increasing their ability to perform data analytics and utilize performance management techniques.



Cross-Agency Initiative Meetings

CountyStat supported a series of meetings which focused on each of the County Executive's Cross-Agency Initiatives during the 3rd Quarter of 2008. These meetings brought together key stakeholders in multiple County departments and agencies outside of Montgomery County Government. During this quarter, CountyStat reviewed the Affordable Housing and Positive Youth Development Cross-Agency Initiatives. Ensuring that each of these Initiatives

CountyStat Reviewed Cross-Agency Initiatives
Affordable Housing Initiative
Positive Youth Development Initiative

continues to demonstrate measurable progress requires the facilitation of CountyStat to provide an operational assessment of each Initiative's underlying policy. Close monitoring and collaboration ensures that the priorities of the County Executive are accurately interpreted by departments. This theme of Policy Translation is another ongoing effort between CountyStat and departments to make certain that Initiative stakeholders accurately prioritize resources. In the 3rd Quarter, CountyStat began the High-Level Indicator Project, which aims to create meaningful performance measures for each of the eight "Result Areas" articulated by the County Executive's transition team. Through comparison of these measures' results to the performance of other counties, CountyStat will monitor the County's relative performance over time to ensure the needs and priorities of residents are consistently met by County policies.

Departmental Issue Meetings

Departmental Issue meetings focus on either individual or multiple departmental issues that have come to the attention of the County Executive, Chief Administrative Officer, or CountyStat. CountyStat found that there is a need within the County to further develop comparative datasets that allow departments to benchmark their performance against similar jurisdictions. Integrating these comparative data analytics into decision making and departmental operations provides departments with the opportunity to further understand the degree to which their performance exceeds or lags behind similar jurisdictions. In order to facilitate these comparisons,



CountyStat has undertaken a County Benchmarking Project. Beginning in the 3rd Quarter, the County Benchmark Project aims to construct a comprehensive set of performance data from counties throughout the region and select counties located across the nation. This project falls within the Data Analysis and Integration theme that CountyStat will continue to champion as it works with departments to supplement operational procedures with data-driven analysis.

Major Themes

During the 3rd Quarter of 2008, CountyStat aimed to establish a data-driven analytic capability within the County Executive's Office. Through ongoing facilitation, CountyStat has focused on developing three major themes: Capacity Building, Policy Translation, and Data Analytics and Integration. Each of these themes contributes to increasing the overall efficiency and effectiveness of County government in a transparent and accountable manner.

Capacity Building

CountyStat Rotational Fellowship Program

To improve government operations through capacity building within County departments, CountyStat introduced an opportunity for selected Montgomery County government employees to spend half of their work time in the CountyStat office for a period of 12 weeks. This CountyStat Rotational Fellowship intends to help participants develop an understanding and appreciation for the principles of CountyStat. In addition, it is a means for participants to improve their data gathering, analysis, and presentation-building skills, with a focus on the appropriate development and display of data and narrative. The fellowship is also an opportunity for participants to connect County leadership's decision making to day-to-day data collection and management through observation and participation.

CountyStat Capacity Building Rotational Fellowship Program

*"I applied for the CountyStat fellowship with the purpose of improving my understanding how Montgomery County continues to improve its service delivery through accountability and transparency. The CountyStat Fellowship program has been a valuable and worthwhile experience that has allowed me a much broader appreciation for the inner workings of County government. Being involved in departmental performance plans and the County Executive's strategic governance initiatives have been opportunities for me to develop and hone my skills in collecting and managing information, making presentations to audiences of key stakeholders, and focusing my work effort in line with the County Executive's key result-oriented initiatives. CountyStat is a refreshing reminder of the critical emphasis placed on accountability and performance management in Montgomery County." - Mike Lewis
CountyStat Fellow*

In the 3rd Quarter, CountyStat received eleven applications from nine departments across County government. All applicants expressed clear interest in being able to collect and analyze data that would be used to drive decision making. After evaluating applications, two fellows were selected, Christine Vandeyar from MCPD, and Michael Lewis from OHR. Christine is part of the Technology Division within the Police Department, and her primary responsibility is to fulfill the GIS needs of the department, along with making recommendations to improve MCPD's system responsiveness for its users. Michael Lewis is a member of OHR's Labor and Employee Relations Team and his responsibilities include facilitating of labor/management cooperation, administering grievance proceedings, and assisting in negotiations, among others.

Fellows will be participating in a variety of projects. They will be shadowing CountyStat analysts for several presentations. During this process, fellows will see how an issue takes shape, how research and data analysis is conducted, and how the actual presentation and meeting are structured and delivered. This is an important insight to gain, as departments themselves are not always involved in each step of the process, particularly when an issue involves multiple departments. Each fellow will also develop a CountyStat topic relevant to their department, in conjunction with the CountyStat team, and follow it through to the CountyStat meeting at the conclusion of their experience, giving them the opportunity to apply newly developed skills to an issue that will contribute to improved results. Additionally, the fellows are contributing to the development of high-level indicators tied to the County Executive's eight priority objectives and meant to assess the overall health of the County on a variety of dimensions. This allows the fellows to work on an assignment that crosses multiple departments and outside agencies. Through this training, CountyStat intends to encourage departments to extend their capacity to provide data analysis and performance measurement.

Policy Translation

Developing Community Indicators

Over the past 16 months, County departments have been working to complete performance plans that focus substantial attention on headline performance measures – outcome-focused measures that speak to the performance of individual departments, programs, and initiatives. These measures are aligned with the County Executive’s eight priority objectives (a.k.a. “result areas”). Currently, CountyStat is working toward the development of a set of high-level community indicators, which will be used to quantify the County’s condition with respect to each objective. This process will further translate the County Executive’s policies into operational realities. Tracked over time, these indicators will document changes in quality-of-life in the county.

Rather than speaking to the performance of a single department, indicators are often impacted by multiple departments as well as external factors often beyond the control of County government. For example, the crime rate in the county is considered an indicator because while the Police Department can impact it, there are other factors that go into the movement of that indicator, including demographic and economic changes. Case closure, on the other hand, is a headline performance measure because it speaks solely to police performance. Because of the nature of these indicators, they must be both important and common enough that data is collected regularly by a third party at the national level. Both headline performance measures and indicators will be used to guide decision making on an ongoing and timely basis.

To establish this set of high level indicators, CountyStat has gathered stakeholders in each priority objective in a series of discussions focused around a list of possible indicators. There will be initial meetings, one for each of the County Executive’s priority objectives, with the goals of discussing the pros and cons of various indicators and bringing new ideas to light. In the end, each priority will have its own limited set of indicators agreed to by these stakeholders. CountyStat anticipates this initial process being completed within one month of those discussions.

Once indicators have been established for each priority objective, CountyStat will proceed with data collection and performance evaluation. To evaluate indicators as well as the County’s performance, they must be placed in a larger context. This is best done in two ways: the County’s current condition can be compared against past County performance, and can be compared against performance in peer jurisdictions. By accomplishing this, the County will have an additional tool to evaluate its success towards meeting the County Executive’s priority objectives.

County Executive’s Eight Result Areas
A Responsive and Accountable Government
Affordable Housing in an Inclusive Community
An Effective and Efficient Transportation Network
Children Prepared to Live and Learn
Healthy and Sustainable Communities
Safe Streets and Secure Neighborhoods
A Strong and Vibrant Economy
Vital Living for All of Our Residents

Data Analytics and Integration

County Benchmarking Project

In the 3rd Quarter, CountyStat is further integrating data analytics into the decision making process by comparing Montgomery County performance to other jurisdictions. One way to evaluate the County's progress on each indicator is to compare the County's performance against a benchmark. CountyStat has developed two lists of peer counties that will be used to benchmark performance on indicators: a regional list and a national list. Counties in the regional list were selected because they either (a) belonged to the Washington Council of Governments (COG) or (b) were already commonly used by at least one department for internal benchmarking. The list of ten jurisdictions included in the regional benchmark is shown at right.

To be included in the national benchmark, jurisdictions had to meet the following criteria:

- There must be a county government organization
- Counties must be mostly suburban in nature – no major metropolitan downtown areas within its jurisdiction
- Counties must have a similar income profile to Montgomery County (median household income and/or per capita income must be no lower than 75 percent of Montgomery County's).

Counties that met these three criteria were then rated on how well they met ten criteria using data from the United States Census Bureau's 2006 American Community Survey. These included a percentage of the population that was foreign born, median home value, poverty rate, and percentage of the population with at least a bachelor's degree. The 35 jurisdictions that make up the national benchmark are shown below.

CountyStat Data Analytics and Integration County Benchmarking Project Regional Jurisdictions

- **Maryland**
 - Montgomery County
 - Prince George's County
 - Howard County
 - Frederick County
 - Baltimore County
- **Virginia**
 - Fairfax County
 - Arlington County
 - Loudon County
 - Prince William County
- **District of Columbia**

Metro Area	Jurisdictions
DC	Montgomery County, MD
	Howard County, MD
	Anne Arundel County, MD
	Fairfax County, VA
	Arlington County, VA
	Loudon County, VA
	Prince William County, VA
New York	Nassau County, NY
	Rockland County, NY
	Suffolk County, NY
	Westchester County, NY
	Bergen County, NJ
Newark/ Trenton	Morris County, NJ
	Somerset County, NJ
	Middlesex County, NJ
	Monmouth County, NJ
Milwaukee	Waukesha County, WI
Denver	Douglas County, CO

Metro Area	Jurisdictions
Philadelphia	Bucks County, PA
	Chester County, PA
	Montgomery County, PA
San Francisco	Contra Costa County, CA
	Marin County, CA
	San Mateo County, CA
	Santa Clara County, CA
Los Angeles	Ventura County, CA
Chicago	DuPage County, IL
	Lake County, IL
Indianapolis	Hamilton County, IN
Detroit	Oakland County, MI
Minneapolis – St. Paul	Dakota County, MN
	Washington County, MN
Dallas	Collin County, TX
Houston	Fort Bend County, TX
Kansas City	Johnson County, KS

Summary of High-Level Outcomes

(During the 3rd Quarter Period)

Performance Plans:

In all Performance Plan Meetings, CountyStat worked with Departments to revise existing and develop new headline performance measures to more accurately capture their contributions to Montgomery County.

<p>Office of Human Resources</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 2 Measures under revision: 1 New or under construction measures: 4 Measures removed as headline measures: 1</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. The Office of Human Resources (OHR) is improving its method for soliciting input from managers on their satisfaction with job candidates. 2. OHR is developing a process to track and measure customer service across its operations. 3. OHR worked with CountyStat to analyze its operations in light of internal customer feedback and then better aligning its goals to meeting their needs. 4. OHR will analyze its labor management activities with respect to manager training, in order to assess how adverse actions and discipline correspond to OHR's ability to advise and train managers.
<p>Office of Management and Budget</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 3 Measures under revision: 6 New or under construction measures: 0 Measures removed as headline measures: 4</p> <p>Status of Performance Plan: Finalized and Published</p> <ol style="list-style-type: none"> 1. The Office of Management and Budget (OMB) developed, and will continue to refine, a plan for implementing results-based budgeting to use in the FY09 budget cycle. 2. OMB will rate customer satisfaction using the main components of its customer satisfaction survey to provide a more comprehensive means of incorporating analytical support and depicting where progress can be made. 3. OMB is constructing a Headline Measure that utilizes the component criteria used to determine the County's AAA bond rating to determine the effectiveness of OMB programs in achieving this goal. 4. OMB will incorporate a breakdown of the ratings used in the GFOA Distinguished Budget Award into the performance plan; these sub-measures will allow for a more targeted view of the factors influencing the GFOA score.

<p>Police Department</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 3 Measures under revision: 2 New or under construction measures: 0 Measures removed as headline measures: 0</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. The Police Department is currently monitoring key crime statistics with national and local trends to ensure that it takes proactive steps to address emerging public safety threats. 2. Based on CountyStat data observations, MCPD is examining best practices in surrounding jurisdictions for addressing robbery rates in the County. 3. MCPD is conducting analysis of speed camera effectiveness in order to demonstrate the impact the program has had on reducing speed and collisions on key roadways.
<p>Public Libraries</p>	<p>Status of Headline Measures:</p> <p>Fully developed measures: 2 Measures under revision: 1 New or under construction measures: 2 Measures removed as headline measures: 1</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. Montgomery County Public Libraries, in conjunction with CountyStat, rolled out results of a customer service survey that gathered feedback from over 8,000 residents. 2. MCPL is currently redrafting performance measures on the basis of the customer satisfaction survey to ensure that it can continually meet the evolving demands of County residents. 3. MCPL began the process of benchmarking its performance against similar jurisdictions to ensure that Montgomery County serves as one of the leading library systems in the nation.

Department of Economic Development	<p>Status of Headline Measures:</p> <p>Fully developed measures: 3 Measures under revision: 2 New or under construction measures: 2 Measures removed as headline measures: 2</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. The Department of Economic Development will begin capturing customer satisfaction rates for the first time. 2. DED will redraft its strategic plan to better capture the contributions the department makes to the County and increase the focus on performance. 3. DED is revamping its performance plan to ensure that the visual representation of data is clear, consistent, and concise so that the public can easily monitor the department's performance.
Department of Technology Services	<p>Status of Headline Measures:</p> <p>Fully developed measures: 3 Measures under revision: 4 New or under construction measures: 3 Measures removed as headline measures: 1</p> <p>Status of Performance Plan: Under Revision</p> <ol style="list-style-type: none"> 1. The Department of Technology Services is working with CountyStat to align its headline measures with critical DTS functions. 2. DTS is analyzing security performance measures used by peer jurisdictions to determine which measures are best adopted in this county. 3. DTS will work with CountyStat to develop a comprehensive means to assess customer satisfaction, focusing specifically on project management.
<p>Cross-Agency Initiatives:</p> <p>In all Cross-Agency Initiative Meetings, CountyStat worked with a wide range of departmental stakeholders to identify and prioritize performance variables that contribute to the success of the County Executive's Cross-Agency Initiatives.</p>	
Affordable Housing Initiative	<ol style="list-style-type: none"> 1. Reached agreement that affordable housing demand would be based on individual departments identifying the size of their program's target populations (the size and distribution of client lists or waitlists) and measuring program performance against this specific aspect of demand. 2. DHCA will report on a regular basis the progress it is making in following through with the Affordable Housing Taskforce recommendations. 3. CountyStat recommended, and the stakeholders agreed, on using June 30th of FY2008 as a baseline for establishing the number of affordable housing units. Stakeholders will report on a quarterly basis the total numbers of

	affordable housing units added and removed from the housing stock with addresses.
Positive Youth Development Initiative	<ol style="list-style-type: none"> 1. The executive steering committee articulated a comprehensive series of performance measures that gauge the effectiveness of prevention, intervention, and suppression programming. 2. Regional Service Center Directors documented the recommendations of the Community-based Collaboratives in order to align programmatic resources to individual community needs. 3. The executive steering committee is engaging in greater collaboration in an effort to determine their ability to divert youth from risky behaviors. 4. The executive steering committee is preparing to report baseline data for all performance measures that will serve as the foundation for measuring long-term success.
Departmental Issues: In all Departmental Issues meetings, CountyStat applied rigorous data analysis to assist departments in identifying and remedying issues that impact their ability to provide high quality and efficient services to Montgomery County.	
DOT Overtime	<ol style="list-style-type: none"> 1. Transit operations comprise about half of overtime expenditures in the Department of Transportation. About 60 percent of transit overtime is built into bus operator schedules. 2. Decreases in overtime for transit operations have largely been accomplished by filling vacancies. 3. Bus operators, on average, use more sick leave than other County employees, and use of sick leave is the primary driver of unplanned overtime for transit operations. DOT will examine options for encouraging less use of sick leave. 4. Storm events increase the total number of hours needed to complete leafing operations. Overtime hours used for leafing operations is less sensitive to storm events.
DOCR Overtime	<ol style="list-style-type: none"> 1. Overtime use has been declining at the Montgomery County Correctional Facility (MCCF) and the Montgomery County Detention Center (MCDC), but it has remained constant at the Pre-Release Center (PRC). 2. Recent population spikes, which caused the opening of the last pod at MCCF, have increased overtime use at that facility. 3. The Department of Correction and Rehabilitation (DOCR) has developed a Custody and Security Staff Deployment (CSSD) system to track staff deployment, including overtime and leave use. 4. Sick leave use shows some abusive patterns. The CSSD system will help DOCR to track and manage leave use.

<p>Capital Improvement Plan</p>	<ol style="list-style-type: none"> 1. CountyStat is working with DOT to redevelop the outline for County Council packets on road projects, to more accurately depict the causes of delays and cost overruns. This will allow DOT to quickly attribute causes to factors within or outside its control, and precipitate swift communication with the County Executive about issues within the County's control to minimize their impact. 2. CountyStat and DOT identified the necessity of having historical metrics for the cost elements of past transportation projects. DOT is in the process of implementing this recommendation. 3. The Department of Transportation (DOT) and the Office of Management and Budget (OMB) will work on developing a methodology for building cost escalation into road project cost-estimating.
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CountyStat Meeting Content: 3rd Quarter 2008

09/26/08: Montgomery County Public Libraries: Performance Plan

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

09/12/08: Affordable Housing Initiative: Cross Agency Initiative Follow-Up

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

09/09/08: Fire and Rescue Services: Performance Plan Follow-Up

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

09/05/08: Positive Youth Development Initiative: Cross Agency Initiative Follow-Up

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

08/29/08: Department of Transportation: Departmental Overtime Follow-Up

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

08/22/08: Department of Technology Services: Performance Plan

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

08/12/08: Police Department: Performance Plan

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

08/08/08: Office of Management and Budget: Performance Plan

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

08/05/08: Cross-Departmental Issue: Capital Improvement Program

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

08/01/08: Department of Economic Development: Performance Plan

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

07/25/08: Department of Correction & Rehabilitation: Departmental Overtime Follow-Up

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

07/15/08: Office of Human Resources: Performance Plan

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)

07/11/08: Cross-Departmental Issue: Overtime Meeting 2

[\[Presentation\]](#) [\[Follow-Up Memo\]](#)